**PX-120** 



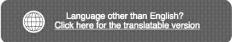
This activity is not designed for and will not work properly on smartphones and tablets.

THIS SHOULD ONLY BE COMPLETED USING A LAPTOP OR DESKTOP DEVICE.

**BEGIN** 

ALTERNATE LAUNCH OPTIONS





ALTERNATE LAUNCH OPTIONS >		

### YOU SAID WHAT?! 10 THINGS TO ENSURE YOU ARE COMMUNICATING WITH CARE

Click to Start

#### At Google,

#### We are constantly in the public eye

...and the courthouse. We often have to produce employee communications as evidence, which means your communications can become public at any time. Our communications can hurt or embarrass us as a company, or as individuals. We need to be cautious in our communications to avoid unnecessary harm.

This is not about "hiding stuff" or not pointing out something that may need fixing. Speaking up is a core company value. This is about being thoughtful in your communication in order to reduce the risk of unintended harm to Google and/or you.

Click to Continue



You'll earn a checkmark each time you successfully complete a required activity. Here's an example...do this.

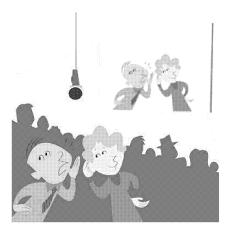
Drag the circle to its home.





Click to Continue



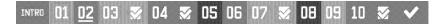


# Communicate as If It's Public

Assume everything you write, send, share, and say may be subject to public scrutiny at some point (or even scrutiny by folks inside the company that monitor communications on our systems and equipment).

Treating it that way will save you a lot of hassle.

Click to Continue



#### <mark>២៦</mark> Proofread. Everything.

Make sure your communication *actually* says what you think it says. Omissions, additions, and misspellings can completely change the *feeling of your massage*.



Click to Continue





## Avoid Communicating When Angry or Tired.

Angry or tired? Step away from the keyboard! When you feel alert, calm, and happy, you'll be more likely to fully consider the importance of your communication and less likely to say something you don't mean and/or may regret.

Click to Continue





It's 11:00pm. You and Echo have been working all night on the Rockabye unit for our newest product, the gStroller, while your team lead took the night off to attend a basketball game. Rockabye has just crashed for the 14th time. Echo has decided to write this email to the team lead before calling it a night and wants you to take a look at it before sending it.

What do you think you should tell Echo to do?

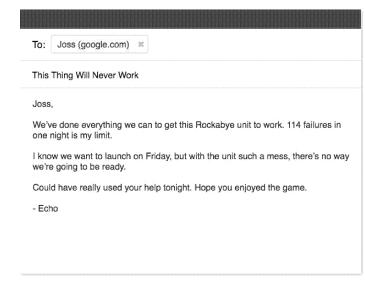
Send the email.

Don't send the email now. Send it in the morning.

Talk to the team lead in the morning.

Don't send the email.

Chat "off the record" via Hangouts instead.





### Activity

It's 11:00pm. You and Echo have been working all night on the Rockabye unit for our newest product, the gStroller, while your team lead took the night off to attend a basketball game. Rockabye has just crashed for the 14th time. Echo has decided to write this email to the team lead before calling it a night and wants you to take a look at it before sending it.

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Nope. While it's critical that Echo tell the team lead about any problems Rockabye might have, doing so at 11 pm, when one is tired and angry, isn't the best idea.

The email has a significant typo (there were 14 failures that night, not 114), and it contains hyperbole (the characterization of the unit as "a mess") and exaggeration (the unit will "never work", "there's no way they'll be ready to launch").

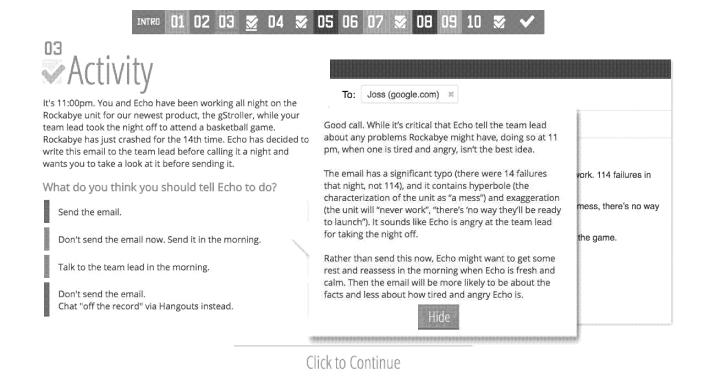
It sounds like Echo is angry at the team lead for taking the night off. Rather than send this now, Echo might want to get some rest and reassess in the morning when Echo is fresh and calm. Then the email will be more likely to be about the facts and less about how tired and angry Echo is.

Hide

vork. 114 failures in

mess, there's no way

the game.





It's 11:00pm. You and Echo have been working all night on the Rockabye unit for our newest product, the gStroller, while your team lead took the night off to attend a basketball game. Rockabye has just crashed for the 14th time. Echo has decided to write this email to the team lead before calling it a night and wants you to take a look at it before sending it.

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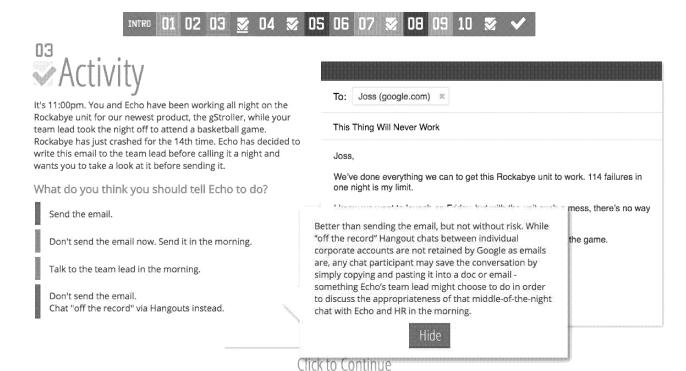
Talk to the team lead in the morning.

Don't send the email.

Chat "off the record" via Hangouts instead.

To:	Joss (google.com) ×	
This	Thing Will Never Work	
Joss	,	
We'v	re done everything we can to get this Rockabye uni	t to work. 114 failures in
you're ha	e. If you really want to delve into the problems ving with Rockabye and whether you think the ate for gStroller is realistic, that may become a	mess, there's no way
pretty ser	nsitive discussion.	the game.
a good ni more like that a rec an advers	call or video conference with your team lead afte ght's sleep may be best. The conversation will be ly to be calm and substantive, and it's less likely cord of the conversation could be discovered by sary and used against you, and Google, in ways timagine.	

Click to Continue







### Stick to the Facts.

I'm sure you've heard this a million times and think folks working at a company that employs only the smartest people in the world would never, ever get this wrong, but exaggeration, sarcasm, and hyperbole increase the risk that someone could accidentally, or intentionally, misconstrue the meaning of your communication.

Killer exercise to guarantee perfection...



### Activity

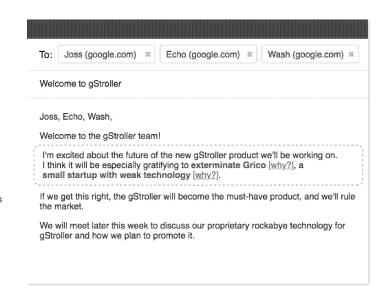
Mal, the gStroller product manager, is welcoming new employees onto the team. He has said some things in his email that he shouldn't.

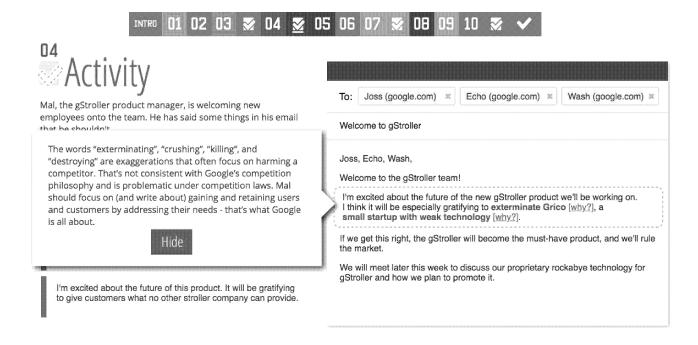
Select the best replacement option below for the highlighted paragraph in the email:

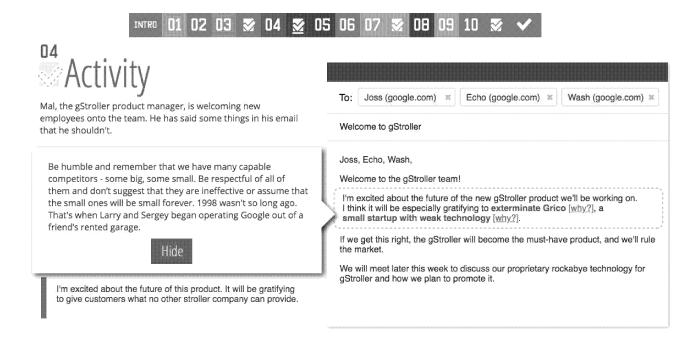
I am excited about the future of our new product. No other stroller even comes close. By this time next year we will dominate the stroller market.

I am excited about the future of our new product. The team has done an amazing job building a stroller that meets all our customers' needs.

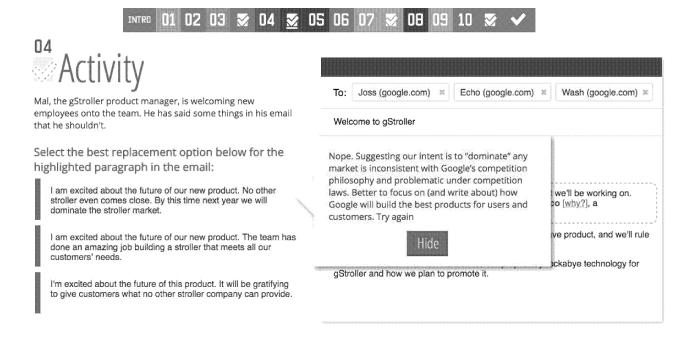
I'm excited about the future of this product. It will be gratifying to give customers what no other stroller company can provide.

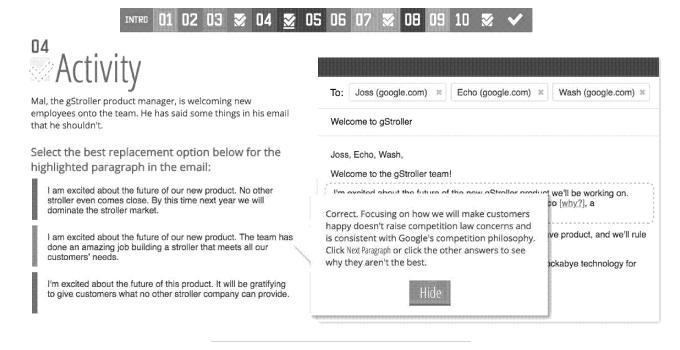




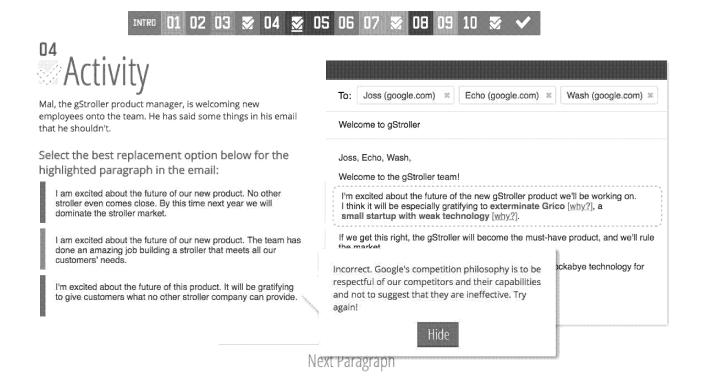


asfunction:\_level0.aslinxHandler,trigger://why\_2,,,
CONFIDENTIAL





Next Paragraph





### Activity

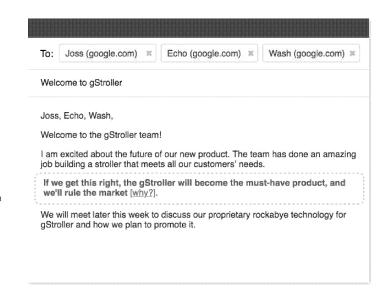
Mal, the gStroller product manager, is welcoming new employees onto the team. He has said some things in his email that he shouldn't.

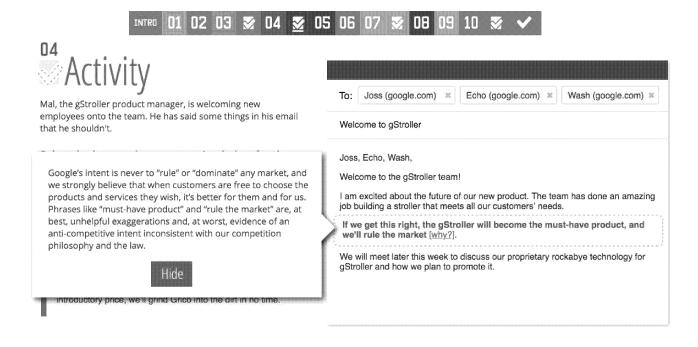
Select the best replacement option below for the highlighted paragraph in the email:

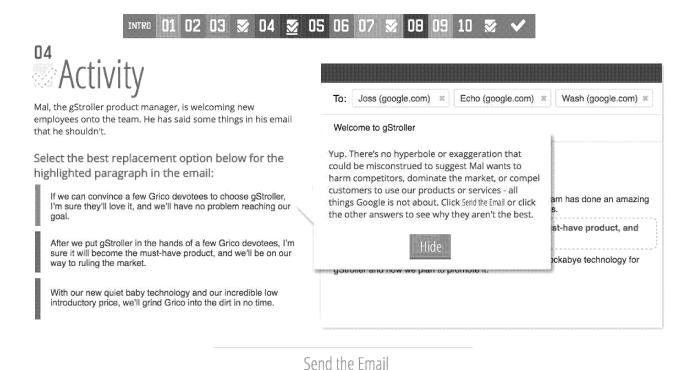
If we can convince a few Grico devotees to choose gStroller, I'm sure they'll love it, and we'll have no problem reaching our goal.

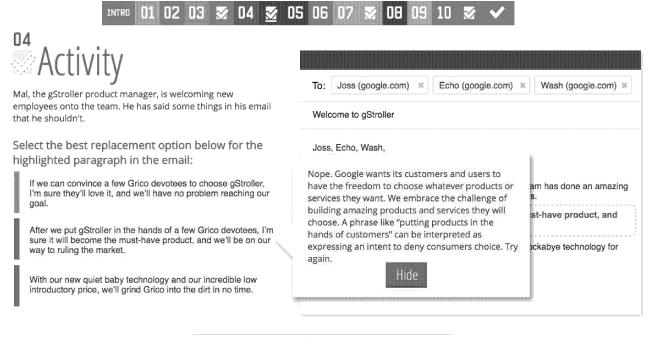
After we put gStroller in the hands of a few Grico devotees, I'm sure it will become the must-have product, and we'll be on our way to ruling the market.

With our new quiet baby technology and our incredible low introductory price, we'll grind Grico into the dirt in no time.

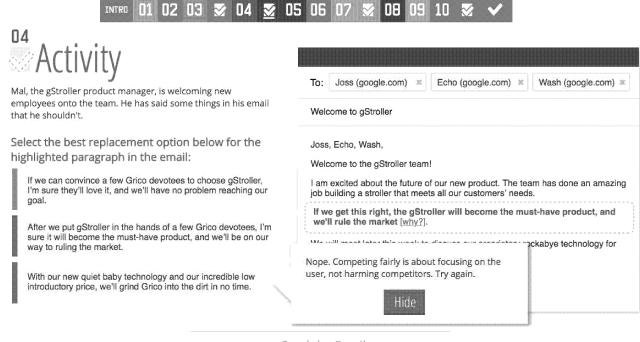








Send the Email



Send the Email

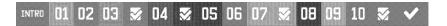




Google is committed to competing fairly. Make sure everything you do, say, and write is consistent with that. Stay away from exaggeration and highly-charged language that could harm you and the company.

To:	Joss (google.com)	×	Echo (google.com) ×	Wash (google.com)
Wel	come to gStroller			
Joss	s, Echo, Wash,			
Wel	come to the gStroller t	leam	1	
Lam	evolted about the futi		and the second second second second second	
	customers what they			be especially gratifying to
give If we	customers what they	ve bi Grico	een asking for. devotees to choose gSt	be especially gratifying to
give If we it, ar	customers what they e can convince a few ond we'll have no proble	ve be Grico em re ek to	een asking for.  devotees to choose gSteaching our goal.  discuss our proprietary	roller, I'm sure they'll love

Click to Continue



#### Quick Self-Test

Without looking back, how many rules do you remember?

Can you remember 2 of them?

Click to Continue





#### ស្នើ Keep it Confidential

There are no friends and family exceptions for this. Confidential includes your spouse, partner, children, grandma, and former college roomie who is developing the greatest Android app ever. Don't share any Google confidential information with anyone outside the company. This includes, but is not limited to, stuff about the status of products, deals, litigation, investigations, or other legal matters.

Click to Continue





Click to Continue



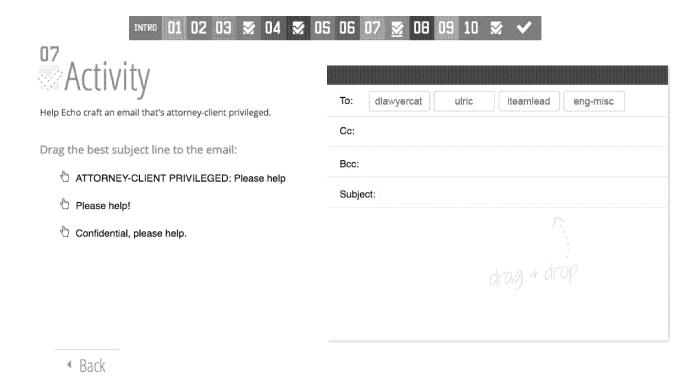


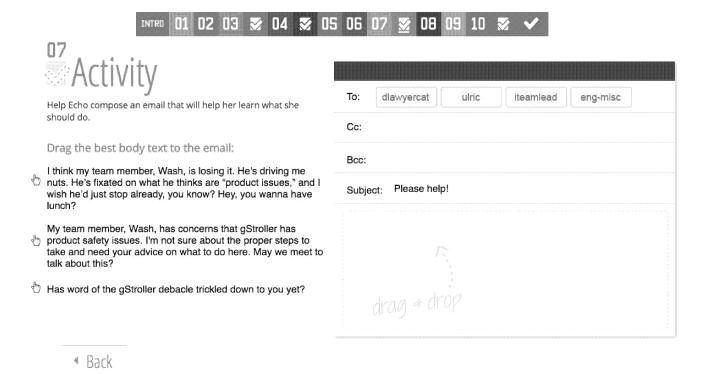
"Privileged and Confidential"...What?

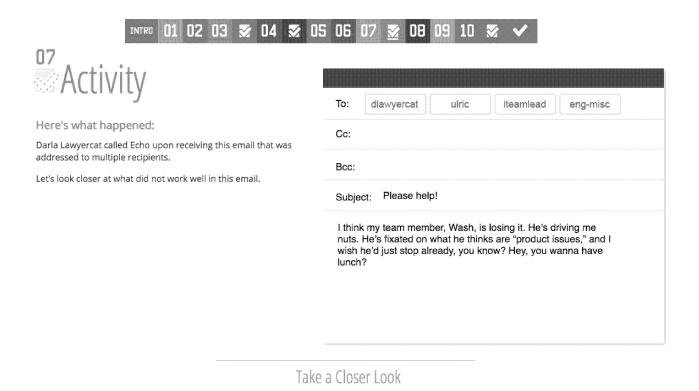
While phrases like "confidential," "sensitive," and "private" may alert Googlers to the sensitivity of your communication, they won't protect it from being disclosed in the course of a legal or investigative matter, as would be the case if it were protected by the attorney-client privilege. Attorney-client privilege is a legal concept that protects a confidential communication between a Googler and a Google lawyer that is about the Google rasking for or getting legal advice from the Google lawyer. Privilege can apply not only to emails, but to any record of a communication between a lawyer and client. This can include Google docs, presentations, calendar invites, video- or audio-taped meetings, etc. Communications intended to be privileged should be labeled as such.

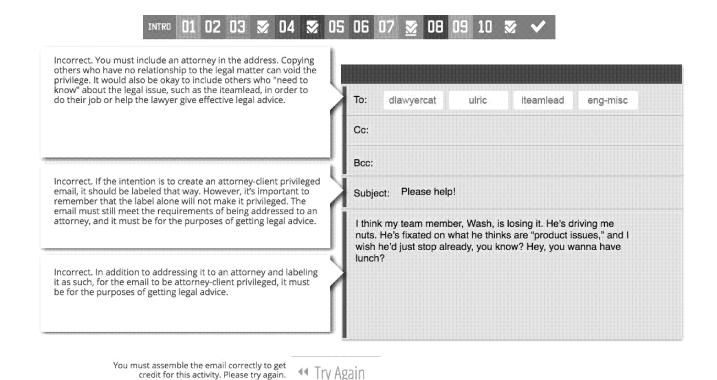
Learn more about the attorney-client privilege

INTRO 01 02	03 😿 04 😿 0	5 05	07 👱 08 09 10 😴 🗸
Activity			
After receiving an email from nervous team member Wash, quick-			
acting Echo wanted to immediately reach out to a Lawyercat for guidance on how to react to the information Wash provided. Help		Cc:	
Echo craft an attorney-client privileged email to accomplish this.  Drag the proper recipient(s) to address the email:			T.
Darla, gStroller Product Counsel	dlawyercat		drag a drop
Ulric, Admin for the gStroller team	ulric		
Irena, gStroller team lead	iteamlead		
Group alias for miscellaneous engineering-related discussions	eng-misc		

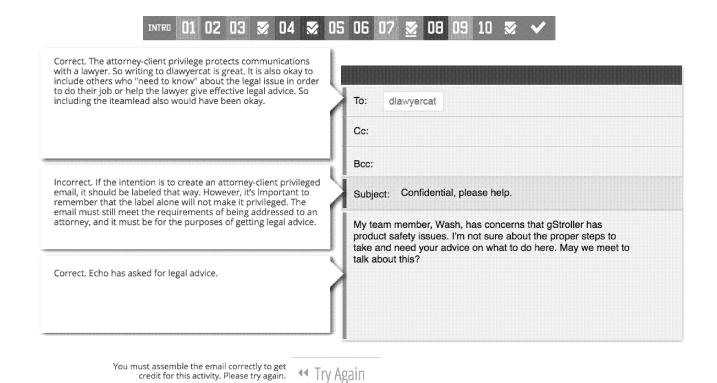






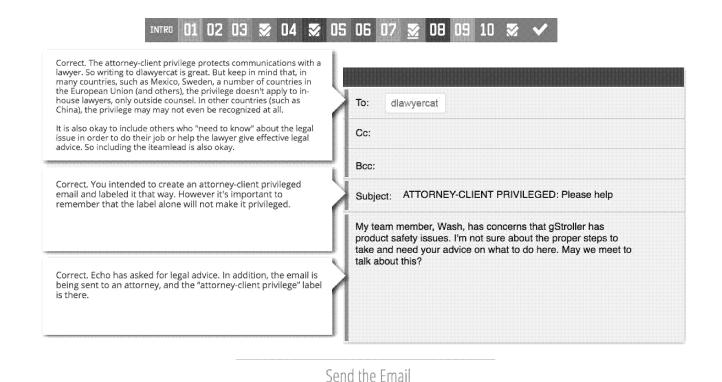


INTRO 01 02 03 ₹ 04 ₹ 05	06 07 👱 08 09 10 🕏 🗸
07	
Activity •	
7 teerviey	To: dlawyercat
Here's what happened:	Cc:
Darla Lawyercat called Echo upon receiving her email. Though the email was correctly addressed to an attorney, there was	
more Echo could do to make it clear that the email was intended to be covered by attorney-client privilege.	Bcc:
Let's look closer at what did not work well in this email.	Subject: Confidential, please help.
	My team member, Wash, has concerns that gStroller has product safety issues. I'm not sure about the proper steps to take and need your advice on what to do here. May we meet to talk about this?
Take a	a Closer Look





INTRO U1 U2 U3 😾 U4 😸	05 06 07 👱 08 09 10 🛪 🗸
Activity	
MP	To: dlawyercat
Here's what happened:	Cc:
Darla Lawyercat called Echo and expressed appreciation for the email. Happy to help her with her concerns, Darla set up a meeting to discuss the issue in person, which is much safer than continuing a conversation like this over email.	Bcc:
	Subject: ATTORNEY-CLIENT PRIVILEGED: Please help
Smart! You were able to help Echo put together an email that was protected by the attorney-client privilege. Let's look closer at what made this email grrrrrrrreat!	My team member, Wash, has concerns that gStroller has product safety issues. I'm not sure about the proper steps to take and need your advice on what to do here. May we meet to talk about this?
т	Talia a Claray Lank
and a second a second and a second a second and a second a second and a second and a second and	ake a Closer Look





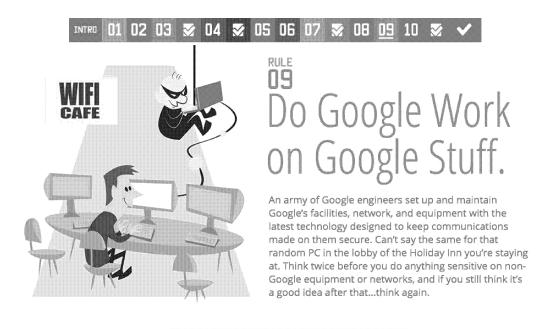


#### Remember...

This activity relates to how the attorney-client privilege works in the US. As mentioned, this may vary by country. For instance, China doesn't generally recognize attorney-client privilege, and a number of countries in the EU don't always recognize attorney-client privilege for communications with inhouse lawyers. Consult a Google lawyer about how to exercise and maintain the privilege in your country.

Click to Continue





Click to Continue





## Think...Then Speak.

Your communications can have unintended consequences for you and the company. Think carefully before you speak publicly about anything related to Google. Understand that unless you're specifically authorized to speak on behalf of the company, you aren't. Even if it isn't your intent to speak on behalf of the company, your status as a Googler makes it likely that your communications will be attributed to Google anyway. Be careful out there.

how to get approval

Shhhh...

In addition to company policy, there are US regulations, like Regulation Fair Disclosure, or Reg FD, that govern the disclosure of material non-public information to those outside the company. In particular, improperly sharing facts and figures with friends and family that could be used to make investment decisions relating to Google could result in fines and other penalties for you and Google unless the information is made available to the general public at the same time.

risky situations

Avoid Legalese and Uninformed Fault Finding

Are you a lawyer? Are you responsible for drawing legal conclusions on Google's behalf? Do you have all the facts? Unless you answered "yes" to all three questions, avoid communications that conclude, or appear to conclude, that Google or Googlers are acting "illegally" or "negligently," have "violated a law," should or would be "liable" for anything, or otherwise convey legal meaning. Your conclusions could be incorrect and could hurt us.

risky words

What should I say instead?





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### How to Get Approval

If you wish to speak at any event, consult the <u>Speaker Center</u>, and then seek approval from both investor-relations@google.com and press@google.com at least two weeks in advance of the proposed engagement. For tech talks and academic presentations, please see the <u>Pub Approve Process</u>.

would be "liable" for anything, or otherwise convey legal meaning. Your conclusions could be incorrect and could hurt us.

Χ

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void communications

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risky words

risky situations

In addition to compar

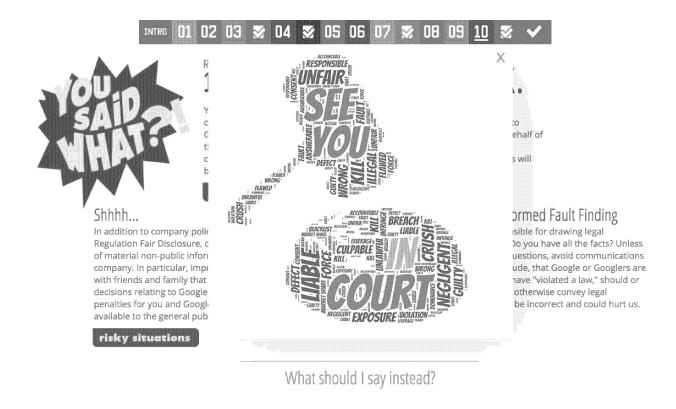
Regulation Fair Discle

of material non-publi

company. In particula

with friends and fami.,

What should I say instead?





# Activity

During product testing, Wash became aware of safety concerns with the gStroller product and was worried that it was being pushed to market before it was ready. This is the email that Wash wrote when he became concerned about safety issues for the gStroller project.

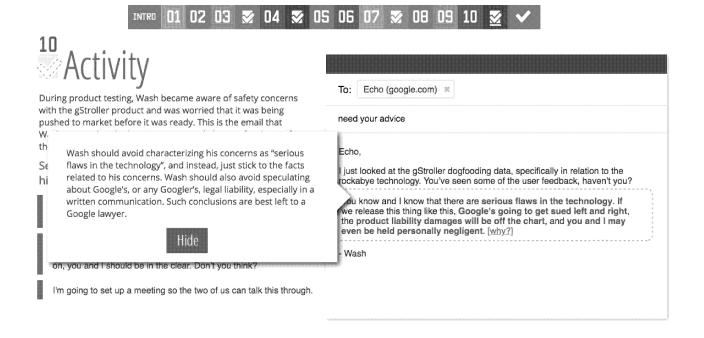
Select the best replacement option below for the highlighted paragraph in the email:

If we launch the product as is, someone's definitely going to sue us, and I don't want to be blamed.

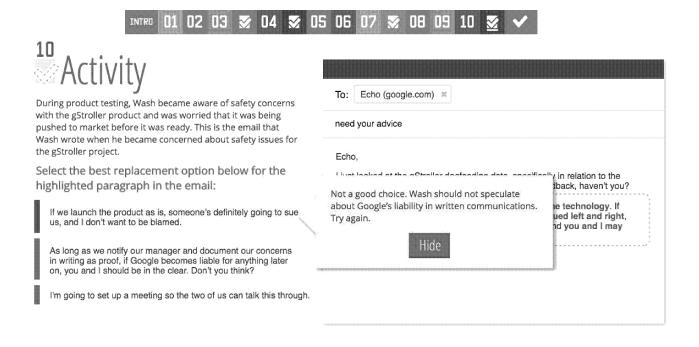
As long as we notify our manager and document our concerns in writing as proof, if Google becomes liable for anything later on, you and I should be in the clear. Don't you think?

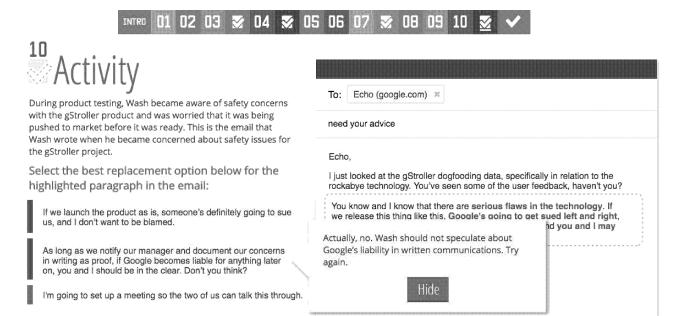
I'm going to set up a meeting so the two of us can talk this through.

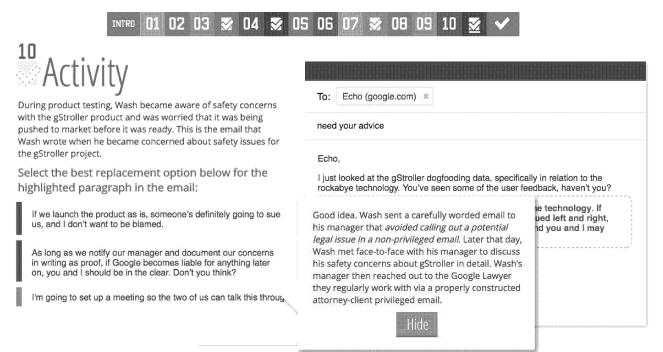
eed	your advice
Echo	
just	looked at the gStroller dogfooding data, specifically in relation to the bye technology. You've seen some of the user feedback, haven't you?
we r	know and I know that there are serious flaws in the technology. If elease this thing like this, Google's going to get sued left and right, product liability damages will be off the chart, and you and I may be held personally negligent. [why?]
Wa	sh



asfunction:\_level0.aslinkHandler,trigger://why,,, CONFIDENTIAL







Send the Email





need you	advice	
Echo,		
		ng data, specifically in relation to the me of the user feedback, haven't you?
I'm going	to set up a meeting so the t	wo of us can talk this through.
- Wash		

Click to Continue



# Certify

Click below to affirm that you have fully reviewed, understand and are responsible for applying the advice and guidelines provided in this training to your interactions, responsibilities, and work at and for Google.

Without this certification, this training will be marked incomplete.

